

MEETING WITH THE ORDER
LABOR DAY

JWM began the meeting with a relatively long spin on his experience of staying in the hospital.

He announced that he would have surgery on Wednesday, September 7, at 8:00 a.m. He stated that while in the Lake Forest Hospital they discovered that he had cancer of the pancreas, a tumor on the pancreas, and that they believed it was inoperable. For the upcoming surgery they planned to do a 12-hour procedure involving about a 60/40 chance of success.

He then talked about his intuition of having cancer on what he is calling "1977 August 15th, Monday."

I wanted three miracles. I guess that about two hours after my emergency surgery (at Lake Forest Hospital) I had the experience of a rapid fire sequence of pictures flash before me, finally culminating in intense pain in my head--immediately I heard Lyn say "Joe."

The three miracles I wanted were (1) the miracle of a direct encounter with Being, my "Father"; (2) I did not want my illness in any way related to my not taking care of myself, and (3) the third miracle has to do with usefulness. Being nobody is the only rule in the universe. If you want God to share his being with you, then it is being nobody. This miracle has to do with time.

If I am granted this third miracle, what would I be interested in?

In Global Social Demonstration we have got to find out how to do replication. We cannot do replication, but we have got to find a way of enabling others to do replication. Just think of 2 million villages! This is our experiment this year in India. We have got to find out the methodology of doing replication in India or fail. This year, next year at the most. In this regard we have got to cultivate the historical church, especially in Asia, but all over the world. Replication probably has to do with massive Town Meetings plus the School. The key again is being nobody. The structures must do the job of replication. I am not really interested in this, but you have to be.

What I am really interested in are the questions: "What hath God wrought?" and "What do we do with it?" Every form of us throughout the world is a religious house. In a year or two we need to do the religious houses.

Unity. I would look at Chardin's Building the Earth. It is based on the fact that God is one. It has to do with the community of the saints. It is being a human being. It has to do with forgiving one another.

Decision. The exchanging of silver rings has to do with a life decision that has already been made. It is a decision unto death. I was reminded that for Jesus the time between John's death and the crucifixion could have been as short as 6 weeks. As a matter of fact, the day of his crucifixion was the

day of his decision. For the rest of his life he lived as a resurrected man. Who am I? That question is answered in the deeps. Church renewal has to do with the role of the layman. The vocation of the religious is for the layman. The religious vocation is impossible if you are not engaged in a secular vocation. I guess my secular vocation has been my capacity to perceive and plot the Other World in the midst of this world. I am talking about trans-parentized vocation. We need to look at the last chapter of William Temple's Nature, Man and God (The Gifford Lectures).

I appreciated all the cards and letters I have received.

What is the mission ahead? It has to do with awakening, engagement, and humanness. It is a threefold job. There seem to be too many political factors hidden in it at the present. It has to do with the intellectual, the sociological and the spiritual.

The Spiritual Mode. This is the Achilles heel of mysticism. Our methodology is a radical empiricism. It is not an eclectic theology. It is not a negation of the Christian symbols. It has to do with being (1) the illuminated one. This is where Hinduism and Buddhism are concerned with self-hood. (2) It has to do with being the wise one. This is the practical category. Getting things done. Action. This is Sun Tzu and the Tao. This is sociological. It has to do (3) with being the Word. Embodying "the way it is."

The Intellectual Frame. The crux here is the Christ happening. It is Knowing, Doing and Being. It is living out your theology. Let the church spell it out in depth. Act out of what you know.

The Sociological Form. A new kind of religious order is coming into being in history. The word "care" is at the heart of it. Our key is nurture. Remember we discovered that clear back in Austin. It is the bug model. Worship. Education. Life Together. Mission. The training for this must be indirect. The key to this is the Way Stations. They are centers of nurture. The list would be something like: gracious, simple, ghetto, neat, programmatic, disciplined (invisibly), morning office, prayers, fasting, watching, waiting. It is the symbolism of it all. It is part of the invisible fabric. In all of this is a relation to the new form of the local church. It is a world-wide religious order.

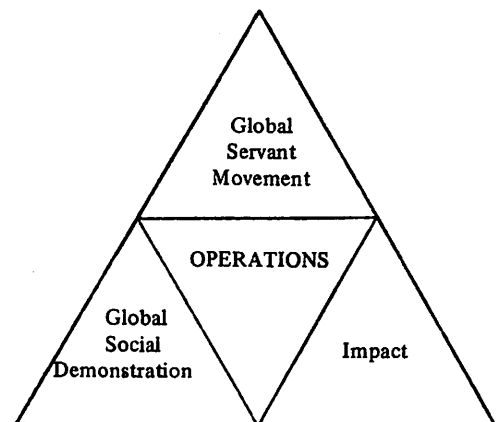
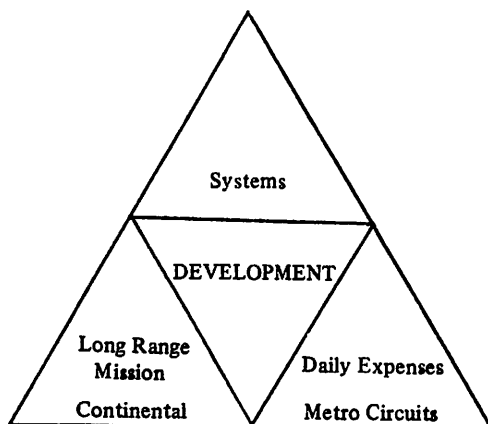
We reorganized development in March. They came up with the names Samurai, Immortals, and Gurkhas. You do this when your program shoots out beyond your capacity to operate effectively. You move when everybody is ready and waiting with creative ideas. The three major dynamics in Development are: Systems Patrol, Metro Circuits Patrol, and Continental Patrol. We haven't worked out yet what each one is at the next level.

In transrationality when you move to the next level you take it down to four. For example, in the Metro Circuits Patrol it would be the three teams on the road plus the backup people that are in that week. In the Continental Patrol it could be (1) National, Washington, or maybe better just Government. The next could be Corporations and Foundations. (3) The third is our development of new products and constituencies. This is the churches, universities, ethnics, organizations, and the women. When you are doing this kind of a transrational dynamic in breaking loose new arenas, you go out and do the transrational design. Where we lost in this third dynamic is that they decided, instead of doing the design, to go out to get money. In the first instance you are not out to bring back money in this arena. I think that we have to hold separate for the moment the international from the national and continental. (Possibly the fourth dynamic here is the Regional Patrol.)

In the Systems Patrol the first dynamic is the Master Index. I am pleased to learn that it is now underway. Next year we will have to have an international systems index. The second dynamic is played by somebody that is globally on top of the situation around the world. Development has developed a kind of corporateness. It is a unity of working together. One other thing: everyone in Development is either a Samurai, Immortal or Gurkha. However, only a portion of the Development troops are full time as a Samurai, Immortal or Gurkha. All three dynamics need each other. There is a corporateness here that does not depend on the structures. Times come when you need an elite force. It is when the next orbit breaks loose.

On maneuvers. We might experiment with double terms here, e.g., Development and Public Image, Research and Training, Program and Operations, Management and Production.

Move on Development. Our operation is ontologically clear. We are still having a hard time. We do not have that kind of clarity in relation to Development. The key is Knowing, Doing, and Being.



The rock in Development is the clue to our next step. We need to develop very special forces who have no relationship with us who become partners with us in our global effort. That's what we mean by looking for "the man." It could be some organization, or someone or some group that will "adopt" us. From this point of view it is likely to be a hydra. We are not looking for cooperation. We are looking for a way to use them in a very friendly way to accomplish our ends. A revolutionary never cooperates, because then you never accomplish your ends. A revolutionary is out to accomplish his ends.

We need to redo our Board. The Board is our extended leadership, our advisors, our legal guardians. The decision-making remains in our hands. The Board of a revolutionary group is out to guard the flanks, not to make your decisions for you. We have worked hard with our Board, and they understand it that way. The new step is that we have to develop a relationship with the establishment on our terms. We need defenders in the broader aspect. You keep the establishment at arm's length. The man of Tao never has a friend. Also, we need to do this with each other. Friendship is a luxury that destroys you.

Now about Operations. How do you divide impact into four? Well, one aspect now is Town Meeting. Impact is to be turned on this year. There is the Women's Course. And the Youth Course. What we got of LENS was 24 Global Social Demonstration Projects. LENS as a head-on thrust, on its own bottom, we did not do right.

The second is Global Social Demonstration. The first thing here is symbol. Without that "every hour on the hour" image we would never have done the 24, much less than the 41 now in existence. The second part of this is framing. We learned this in Majuro. After Majuro it was carried out in every location. Zambia looks OK now, especially after the phone call. The Women's Course looks good. I confess that this was a hard one for me. But people who have guts and are willing to change their minds are what is called for. We do not have a firm foundation for the Global Women's Forum. We still need to find "Mrs. Woman." How you are going to organize this, I don't know.

Town Meeting is the sun. This is tactical thinking. Then you may have some earths orbiting around it. The crucial things are the two million villages. LENS builds primal community, as do Global Women's Forum and the Youth Course.

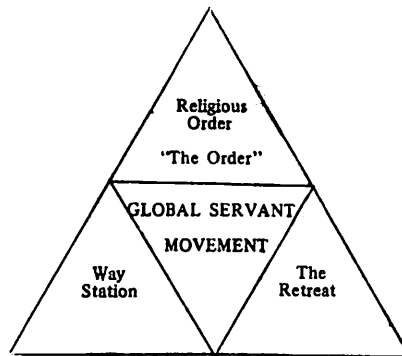
The President of Harvard, Dr. Derek Bok, really shocked me (although he shouldn't have, since I am supposed to be somewhat of an academic myself) when he told me that the basic job of Harvard is to prepare the leadership of the world for twenty years from now. What we are out to do is to prepare this world for a new understanding, for the shaping of primal community for the new humanization of mankind.

This is what makes Operations exciting. The job of impact might be to prepare people for impactment. Primal community cannot be turned over. Other tools and techniques may be developed. You need to look at Ted Owens' new

book on what he says about the trend in history. This is of importance to Town Meeting and Global Social Demonstration.

In Operations we were not as careful as we should have been. What we need are three strong men and three to six strong women. The success of Town Meeting has had outstanding ramifications. However, the work of the post has been woefully inadequate. Feel extremely free to come to me or send for me. The rest of us have got to believe that your work is primary.

The next step in the Global Servant Movement will make what we have done in Town Meeting and Global Social Demonstration look like baby steps. We have got to have iron theory behind it.



The Retreat is the sociological manifestation of the religious in history. It is the new shape of the church to come.

The Order has overcome the traditional understanding of celibacy and the isolation of "the core" of the Order from the world. The Extended Order is crucial for our understanding of the Order. The dynamics of the Order are the Symbolic Order, Extended Order and Movemental Order. The guardian movement has to do with the Extended Order. The movemental dynamic remains hidden, invisible. It is the Order of the Holy Spirit, not our Order. Our Order will initiate various kinds of movements. The question is what are you going to do with 2,500 Hindu Blue Shirts? We need to run down the yin-yangs in that circle. These are foundational dynamics.

The Way Station. How do you care for those who care? How do we take care of the existing Order around the world?

In Global Social Demonstration the whole thing is the repository. It has to do with forces. It has to do with exchange. The repository has got to be global. You need to follow through on the university tactic that we started last spring. You need to run down all the research centers, first in the United States and then in Canada.

Do not worry about the treks. I have not found a system of maneuvers for doing the projects. The scheme of treks that we built this summer now looks stupid in the sense that they were out to set up the Local Economic Vehicle. The Local Economic Vehicle comes out of the earth itself.

We have a horrendous job to do with the Guardians. The three arenas maybe are: (1) Health and Nutrition, (2) Economic: commerce, industry, and agro-business, and (3) Education, Social Organization, and Human Environment.

This summer we did not draw together what we know in Adult Education. Here we need to think through the non-formal structures: stakes, guilds, town meeting, assemblies, trips, etc. Basically the Health Trek did Community Education. We need to do a curriculum for the stakes for one year built on the ecclesiola dynamic. We need education, spirit nurture, and thinking through the village. The trend of history of the rise of local man is directly related to the stakes.

Likely I am through traveling. Next week somebody needs to go to India.

I have had certain functions. The most important function has been that of the hyena. This is not a power role. One thing that I do is get briefed on a call. I mean that I am prepared like a robot. We have called that role for various reasons "the international chairman". All that means in the eyes of others is "a very special person." What is required is some grey hairs, the willingness to be treated that way, not getting lost in the symbolism, and being on top of the underlying dynamics, the philosophy of our work and being able to articulate that philosophy.

Now for a tangent. The mail opening in our group needs to be the right person. We never open our own mail. If we do that, we destroy ourselves. The preference is a woman who can keep her mouth shut. Also, you need to watch who her husband is--if he can't keep his mouth shut then you can't use her.

On Management Centrum. This is a hard one for me to get into three. In Production we need a mighty woman. Maybe another is Purchasing and Finance, what you have called Business. The last maybe is Capital Assets which would include property, maintenance, and legal in relation to the whole Order in charge of property around the world.

We are looking for twelve people standing shoulder to shoulder, then the first among equals.

The Commissions. The most crucial dynamic in all of this is the Commissions. They are something like the Supreme Court--but no, they are a practical day to day operation. They are something like the Inspector General--but no, they are the guardians of the interior structures of the Order.

The Assignment Commission. Its job is to oversee the annual assignments of the Order and to keep arranging them during the year. This is crucial to our oneness.

The Economic Commission. The everyday goongonness is the function of Development and Management. This Commission is as worrisome as the Assignment Commission. Its job is to check the income and outgo every two weeks and

to ascertain where we are. They are prepared to blow the economic horn at any moment and are on top of our condition. Secondly, they are the guardians of our expenditures. Management cannot do this alone, and the Panchayat can never do this.

The Commissions represent the mass of the Order. They indirectly account to the Order by report and consensus. Remember that chart on how the Panchayat watches over the Centrums, Commissions and geographical continents. We need to see that the Chair is left clean of any other responsibility.

The Interior Life Commission. This is the one that I would most avoid. However, this is a life and death function for our Order. All the crucial decisions must be rendered in prose and checked through with the 12 and the Panchayat. The Panchayat then executes the decision. We never ask anybody to join the Order, to leave the Order, or to stay in the Order. The crucial issue here is obedience to the decision which has been rendered in prose. We are not concerned with the issue itself. This is not psychology. This is not phariseeism. I know many have been critical of some of the decisions, but the matter is whether the decisions were obeyed by those involved. There is a great difference between those who have obeyed the decision and those who have not done so.

Commissions in the other Nexus. My mind has been working on this. We could have one of each of the Commissions if it were not for the space factor. It is simply a problem of distance. The constituency of each of the Commissions is the everyday folk. How are they to be chosen? At the moment by the Panchayat. However, they are not under the control of the Panchayat. They represent the mass across the Order. There is a question of area participation and guardian participation.

The Legal Commission. This job is to guard the legal status of the Order and to work closely with Management. We must come to a legal status much less complicated globally than it is now.

Research and Training. The first dynamic is Pure Research. This is what we have called the Flagstaff function. It has to do with the transparentization of religion. The second function is the Quarterly Plan for the Interior Life of the Order. Then there is the Immediate Practical Research. This is getting the images around the world. This is the exchange. This is done by all the houses. We need to figure out how to do this. The third function is Training. We need to get on top of the informal training of the Order. This includes the impactment courses, Global Social Demonstration, the Global Servant Movement--which needs the New Academy. The Academy will be for the training of the Order members. We need to watch here and not get in too much of the social. This has to do with the Christian heritage and the poetry in which we are being sustained. This is the Christian understanding of life which is crucial for all humanity.

Now one last word. The 12 run the nexus and are the center for all of the other nexus. Therefore, the Panchayat is delivered from running Chicago. They need to meet regularly. Their meetings are open except when the personal life of an Order member is under consideration. There needs to be a meeting for signal checking among the first among equals. Watch each other. When you find one of your colleagues thinking that his assignment is his turf, then handle it either by humor or yank him.

Later we need to redo the Board of Trustees. We need to have alive guardians. We need a tight international board of advisors. We need to develop the global guardian network.